



Washington Human Resources 2005

Building Human Resource Excellence for Tomorrow

**Civil Service Reform in Washington State Government
Information & Feedback Session**

<http://hr.dop.wa.gov/hrreform>

Department of Personnel September 2002

Presentation Agenda and Topics

- Civil service reform bill in brief
- Contracting out
- Collective Bargaining
- New Human Resource (personnel) System
- Research findings
 - ◆ What you have told us so far ...
- Next steps
- Communication
- Open mike: your comments & questions

Three Key Components

Contracting out

Provisions
effective in 2005

Collective bargaining

Will apply only to
employees in bargaining
units

Contracts effective 2005

New human resource system

Will apply to all employees
not in bargaining units

Some provisions will apply to
employees in bargaining
units

Effective in 2005

Civil Service Reform

(SHB 1268)

Contracting Out

- Competitive contracting out expanded to include services “traditionally and historically provided by state employees”
- Employees have opportunity to offer alternatives, and to compete for the work
- Training for employees to be provided by DOP
- Rules to be adopted by Department of General Administration
- Provisions effective July 2005

Collective Bargaining

- Will apply to all employees who are part of a collective bargaining unit
 - ◆ Currently, approximately 55% of all employees
- Will not apply to employees who are not in bargaining units
- Employees excluded from bargaining:
 - ◆ Washington Management Service
 - ◆ Exempt and confidential employees
 - ◆ Internal auditors
 - ◆ Staff in DOP, OFM, and portions of AGO

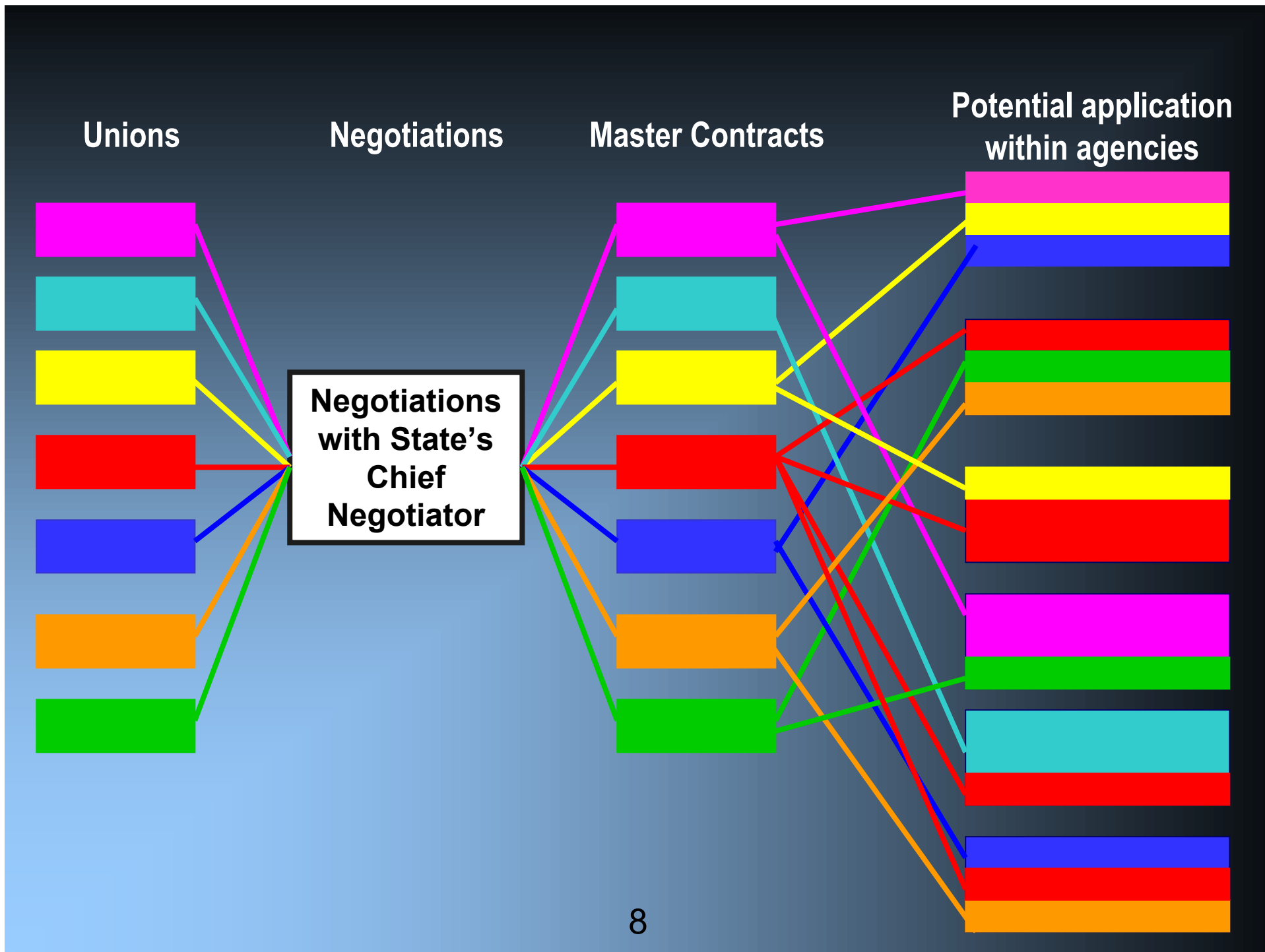
Collective Bargaining (cont.)

- **Mandatory subjects for bargaining:**
 - ◆ Wages and hours
 - ◆ Insurance benefit dollar amount
 - ◆ Other terms and conditions of employment
- **Excluded from bargaining:**
 - ◆ Pensions
 - ◆ Inherent management policy
 - ◆ Financial basis for layoff
 - ◆ Directing and supervising staff
- **Optional (determined by OFM):**
 - ◆ Classification system; rules pertaining to exams, job referral criteria, appointments, affirmative action, delegation of authority

Collective Bargaining (cont.)

- Bargaining begins *no later than* July '04; contracts become effective July '05
- Governor's Office negotiates contracts for state agencies*
- A master agreement with each union with >500 members will be negotiated (approx. 7 master agreements)
- Each master agreement (contract) will apply to all agencies that have employees in BU's represented by that union
- Legislature must approve each contract

* Higher education institutions may choose to have Governor's Office negotiate their contracts



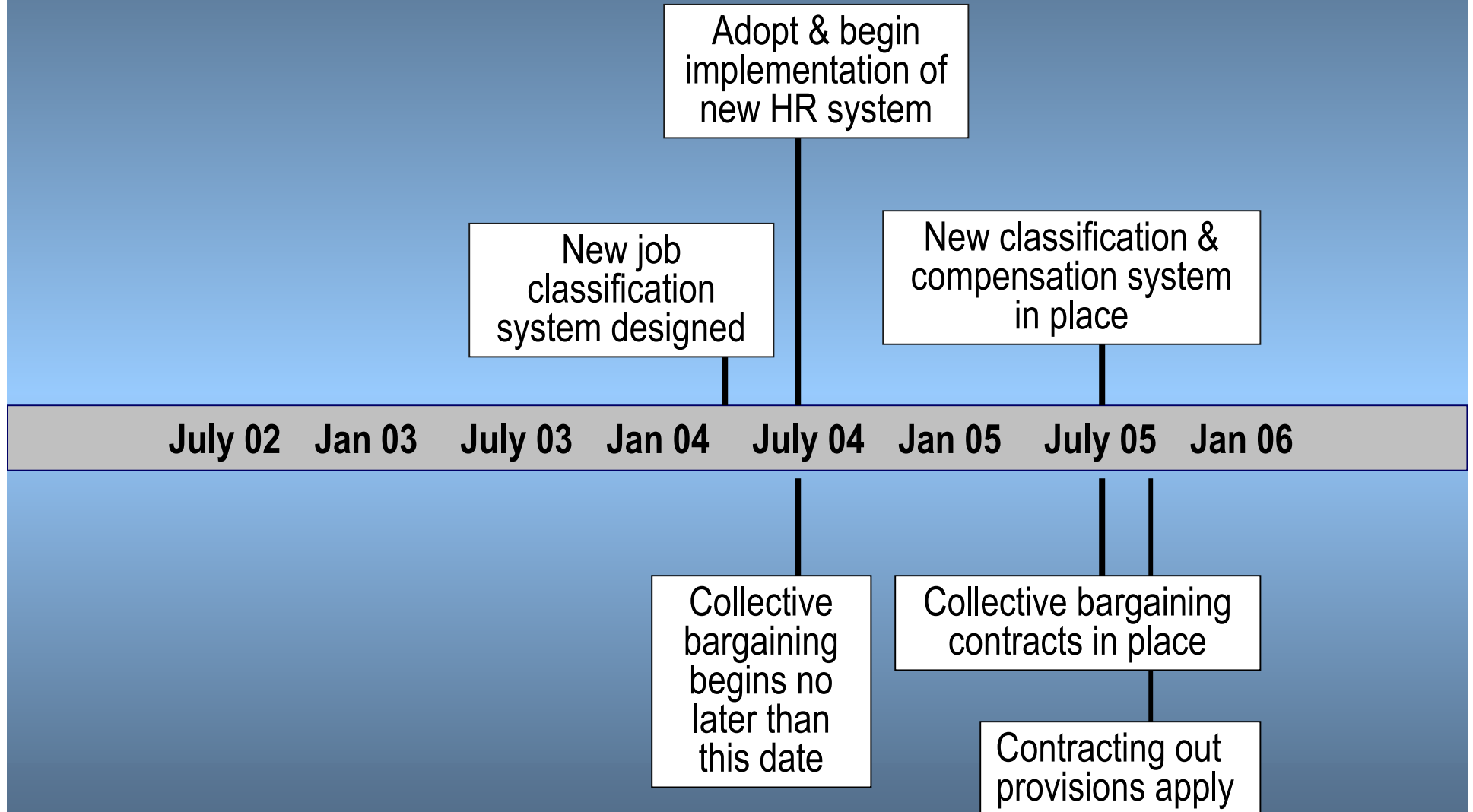
New Human Resource System

- New human resource (personnel) system applies to:
 - ◆ All employees who are not in bargaining units
 - ◆ Partially for employees in bargaining units
- The new HR system will replace the present civil service system which has been in place for nearly 43 years

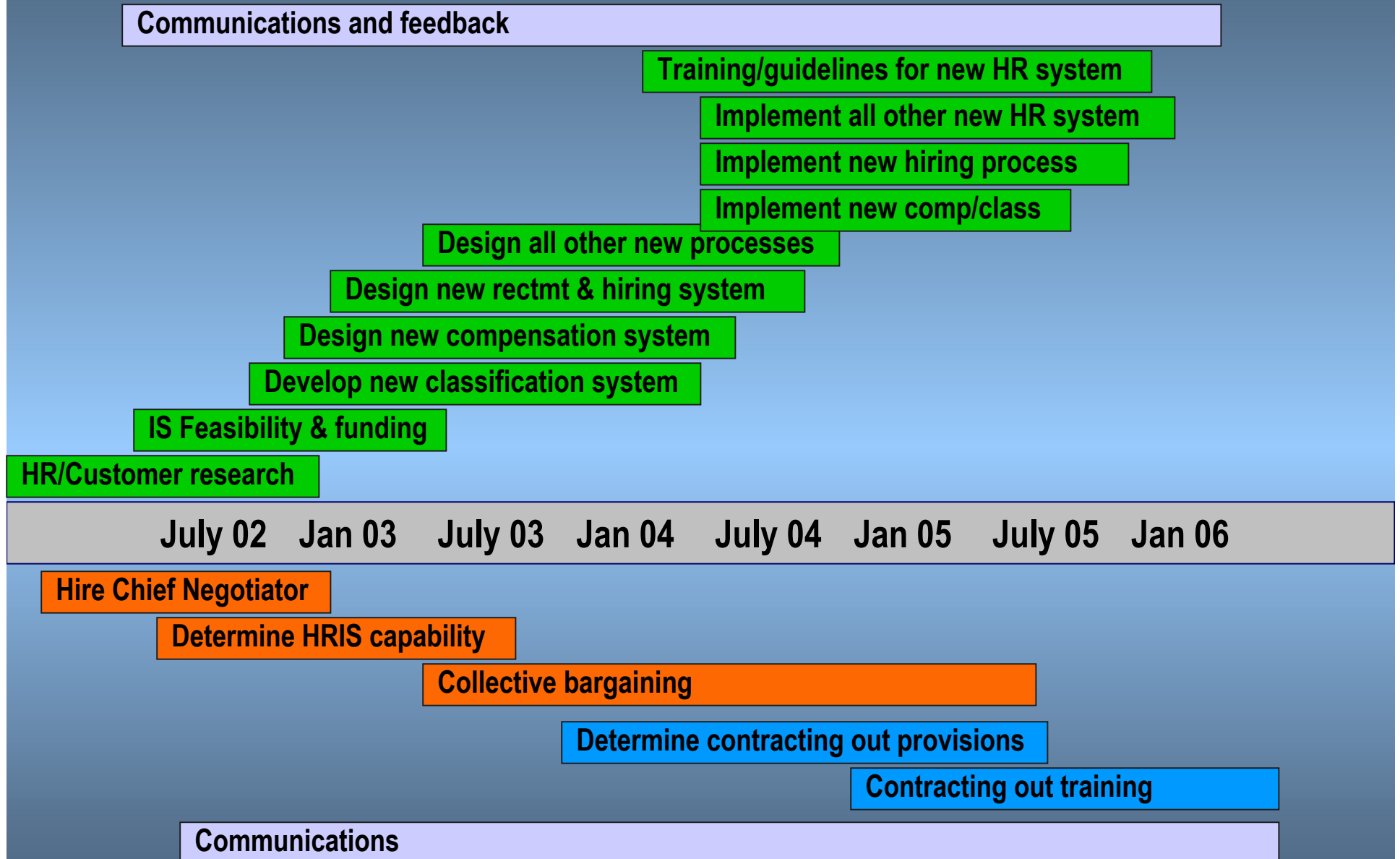
New Human Resource System (cont.)

- New structure, rules, and processes for:
 - ◆ Job classification
 - ◆ Compensation
 - ◆ Recruitment, selection, referral, hiring
 - ◆ Performance management
 - ◆ Training and development
 - ◆ Basis for RIF and re-employment from RIF
 - ◆ Corrective and disciplinary action
 - ◆ Other aspects of HR management

The Timeline



The *Real* Timeline



HR System & Customer Research

- Comprehensive review and analysis of HR systems, trends, best practices
 - ◆ All states, federal and local government, other countries
 - ◆ Selected universities, private sector, and HR professional organizations
- Extensive surveying of state employees, managers, and HR staff to determine needs and preferences
- Focus groups and/or feedback forums

What state employees are saying they want to see in a new HR system

- On-line survey of state employees conducted early August through September 10
- Survey sent to all agencies
- Almost 4,200 employees have responded to survey
- Survey asked preferences and ideas for key components of a new human resource system

General design criteria for the state's new HR system?

- Minimal number of rules
- Ensures fair treatment for employees & managers
- Easy to understand and simple to use
- Fast and responsive to a variety of needs and situations
- Open and flexible; provides multiple options
- Adaptable to change; can be easily modified & improved
- Automated to the degree possible
- Focused on outcomes, rather than process

What should be the basis for salary increases?

Longevity only:



Performance only:



Combination of longevity and performance:



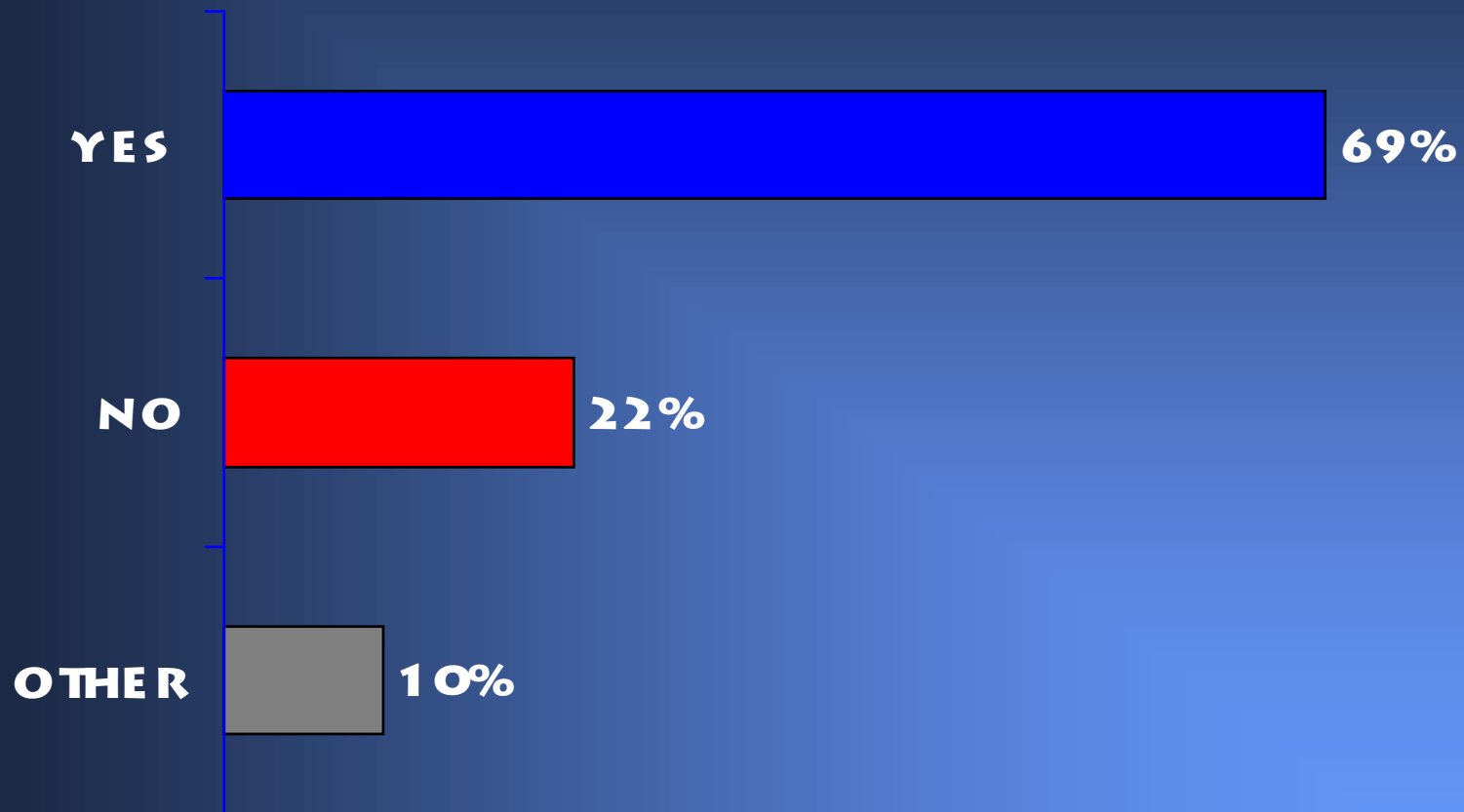
Development of special job-related skills & knowledge:



Greater responsibility within same job classification:

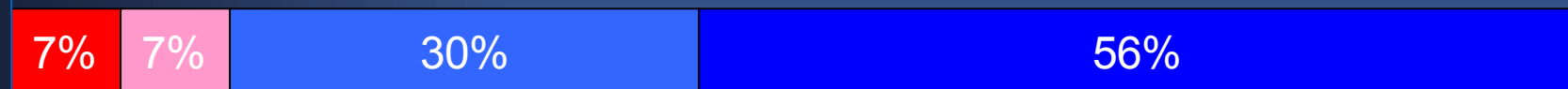


Should there be a provision that allows a lump sum bonus to recognize special accomplishments?

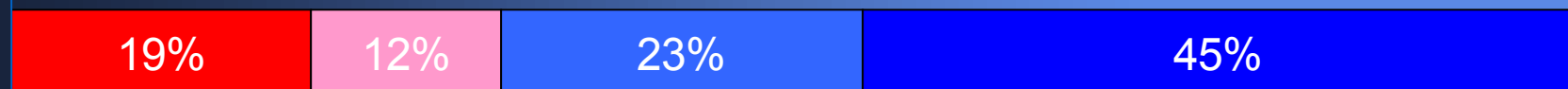


Career growth and mobility

Ability to apply for jobs at any time:



Desirable qualifications, rather than minimum qualifications:



Disagree



Somewhat
Disagree



Somewhat
Agree



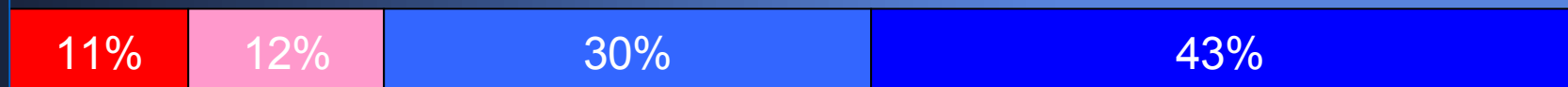
Agree

Career growth and mobility (cont.)

Consider all qualified candidates, rather than “Rule of 7” limit:



Set aside promotional preference in candidate referral:



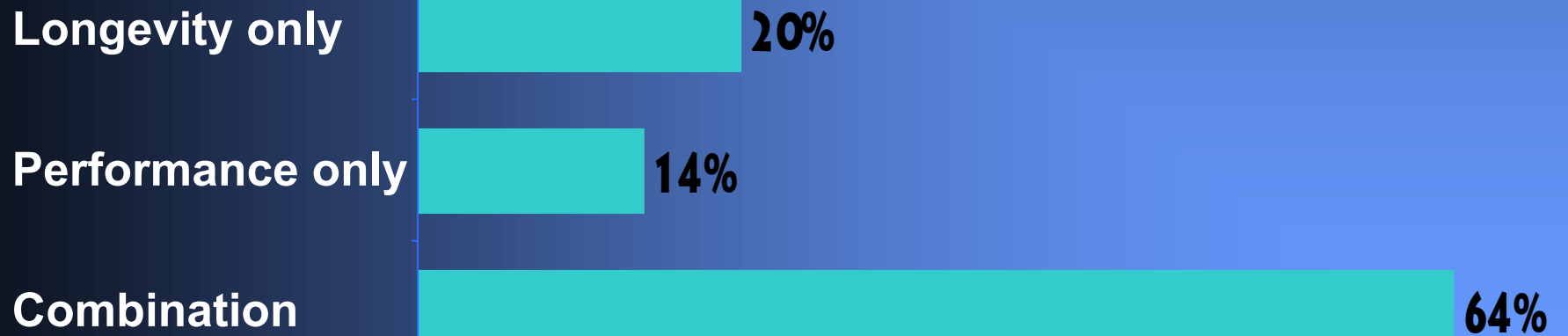
 Disagree  Somewhat Disagree  Somewhat Agree  Agree

RIF Issues

What should be basis for determining lay-off during a RIF?



What should be the basis for re-employment from lay-off?



Next Steps

- Finish compiling findings of surveys and feedback sessions
- Findings will be published on web site at hr.dop.wa.gov/hrreform
- Confirm design criteria for new HR system
- Development of new HR system components begins late September 2002

Communication

- Information & Feedback sessions (like this)
- Other informational presentations on request
- HR2005 web site at hr.dop.wa.gov/hrreform
- On-going feedback forum on web site
- Widely distributed employee updates, electronic newsletters and briefs
- Information updated bi-monthly (at a minimum)
- Further input opportunities as components of new HR system are being developed